

NAVVAIR Weapons Division

All-Hands

**Supervisory
Session**

Outline

- NAPA review of Demo Project
- Time and attendance
- Meeting the Workforce Challenge

Purpose

- **Follow-on to NAPA findings on Demo Performance System**
- **Ensure equity and refresh supervisors on the process**
- **Share review of FY00 performance reconsiderations**
- **Discuss supervisory responsibility and accountability in performance appraisal**

NAPA Review of the Performance Process

- Interviewed 100 employees and supervisors
 - 50 at Point Mugu and 50 at China Lake
 - 78 Demo employees 22 Non Demo employees
 - 31 supervisors 69 non supervisors
 - 59 not impacted by the RIF
- Found few reconsideration requests but high number of rating changes

Comments from NAPA Interviews

- “Not enough money in pool”
 - The facts:
 - Historically the 2.4% has provided us with the ability to appropriately reward our employees
 - All of us as Supervisors need to differentiate between higher and lower performing employees and take responsibility for ratings
 - This system is a “Pay for Performance” system, not a pay increase for performance system
 - We need to be straightforward about the process with our employees

Comments from NAPA Interviews (cont)

- **Employees being held at the midpoint**
 - NAPA found the 51.3% of Midpoint employees received a Highly Successful rating
- **Employees at top of level not appropriately rated/given lower ratings than deserved**
 - NAPA found that the rating distribution was nearly the same for top of level and total population

NAPA Performance Reconsideration Recommendation

- Annually review the results of all reconsideration requests
 - Use a panel of managers
 - Look for recurring problems or issues
 - Look for unusual decision patterns, organizational anomalies, top of level/midpoint issues, etc.
 - Make recommendations for corrections, training, system changes, etc.

Statements on Reasons for Ratings

- “Not enough money in the pool”
- “PRB would not approve rating”
- “Reviewer would not let me”
- “Advising employees to appeal”

Our Responsibility

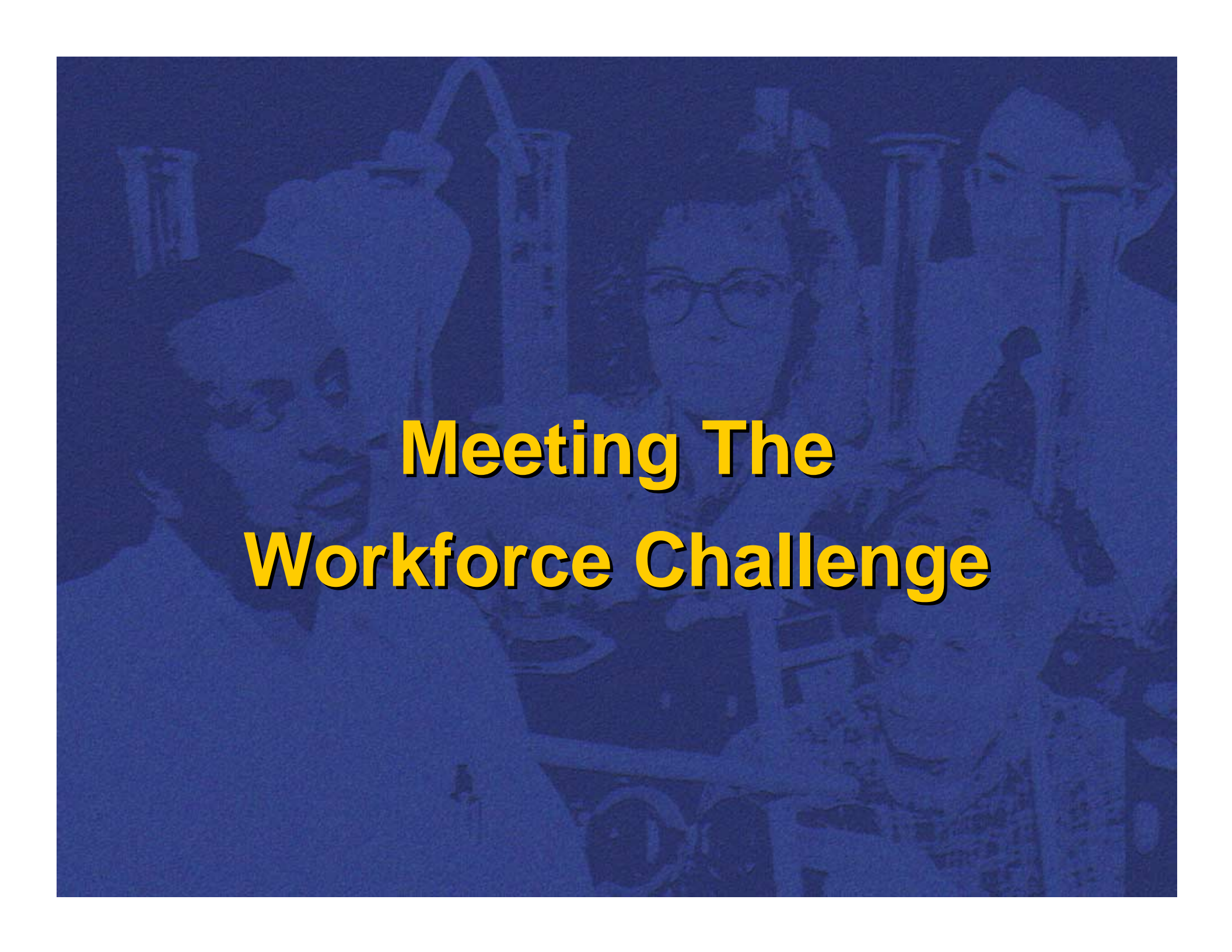
- **Open frank communication with employees**
 - A high salary means high performance expectations
- **Set performance expectations early in the year**
 - Include current salary in the expectations
- **Reinforce expectations throughout the year**
 - Monitoring sessions

Our Responsibility (contd)

- **Be honest and forthright with employees at appraisal time**
- **Rate employees fairly based on their contribution to the organization**

Time and Attendance Accountability

- **When employees who work for us are not at work during their work hours we need to take care that two things are clear:**
 - **Their absence from work is approved by us**
 - **We have appropriately accounted for the absence within the Time and Attendance Process**



Meeting The Workforce Challenge

Why have we asked you here today?

- We have been downsizing for several years
- We are now at the right size
- We have challenges in stabilizing our workforce with our workload

We need you aware and engaged!

Recognition at All Levels of the Navy of the Importance of Our Workforce

CNO —

- “War for People”
- S & T Revitalization
- 3-Star Task Force

Navy Laboratory/ Center Coordinating Group —

- Hands-on work diminishing
- “Good Work” critical to retention and hiring
- Increase and ensure right type of in-house S&E skills

NAVAIR TEAM —

- Vice Admiral Dyer: “Bring 10% of work in house.”

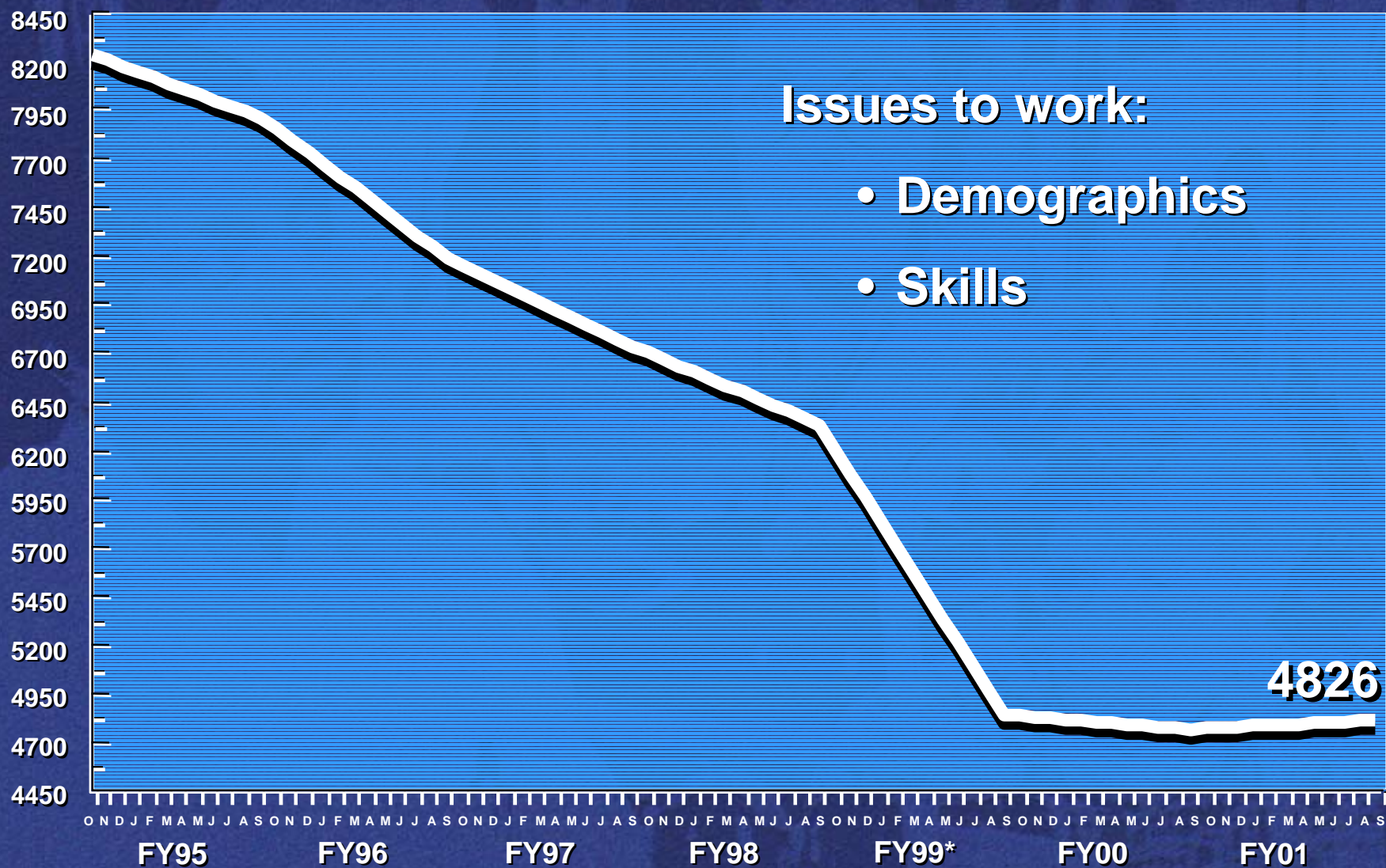
We want to talk about what this means at the Weapons Division.

NLCCG Recommendations

The Top Seven Actions

- 1) Increase amount of “good work”**
- 2) Capitalize on/advertise features other than salary where we can compete**
- 3) Increase non-salary incentives**
- 4) Revise salary/grade structure and career develop**
- 5) Use collective influence to revise external hiring processes**
- 6) Improve internal hiring/retention processes**
- 7) Overcome disincentives/fear of risk to hire**

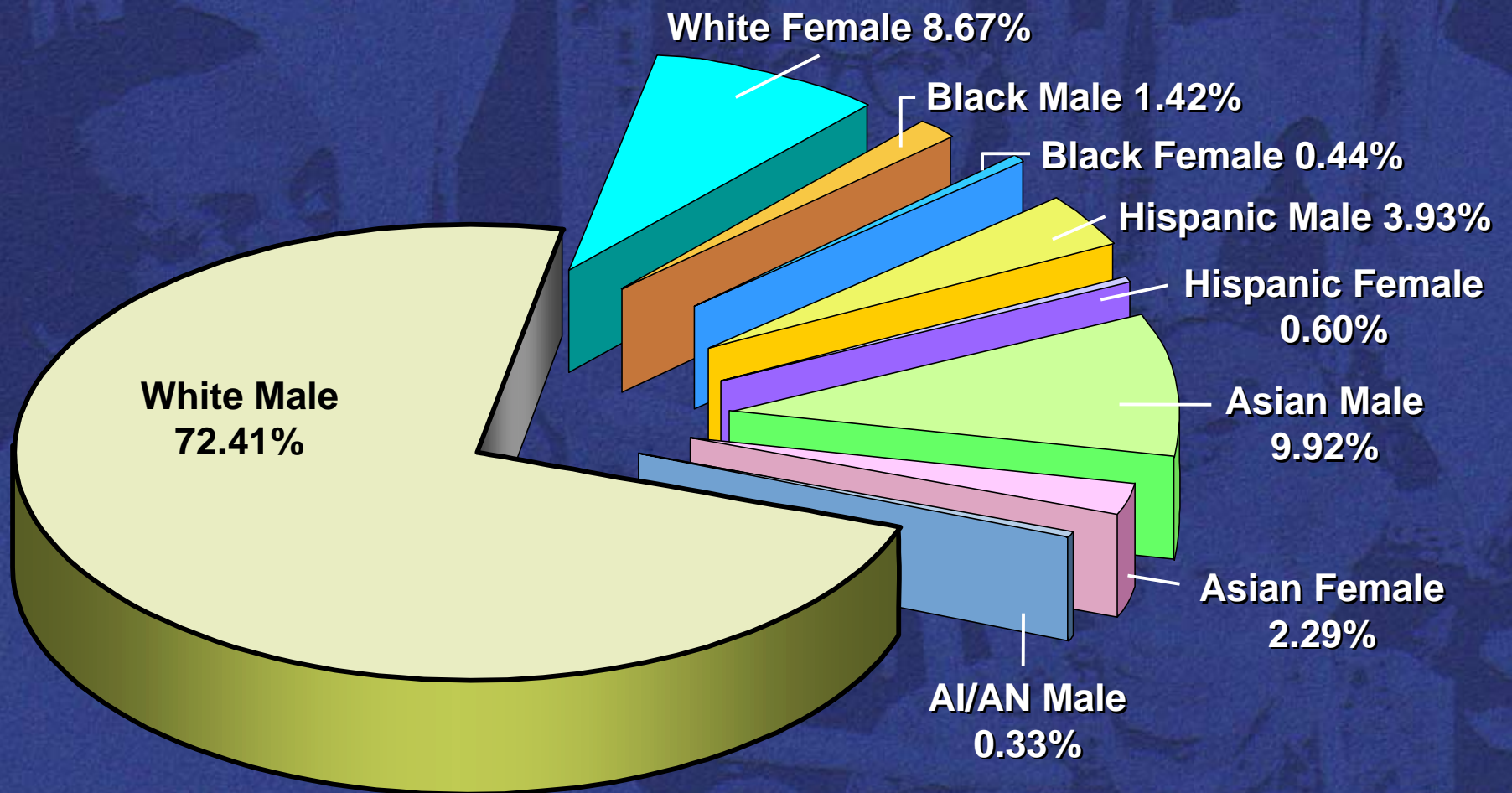
We've Downsized to About the Right Size



* CINCPACFLT TRANSFER EFFECTIVE 1 OCT 1998

1 May 2001

NAWCWD S&E Workforce



30 April 2001

Traditional Work Migrating to New Opportunities



Spike



**Unmanned Combat Aerial
Vehicle (UCAV)**

Traditional Work Migrating to New Opportunities



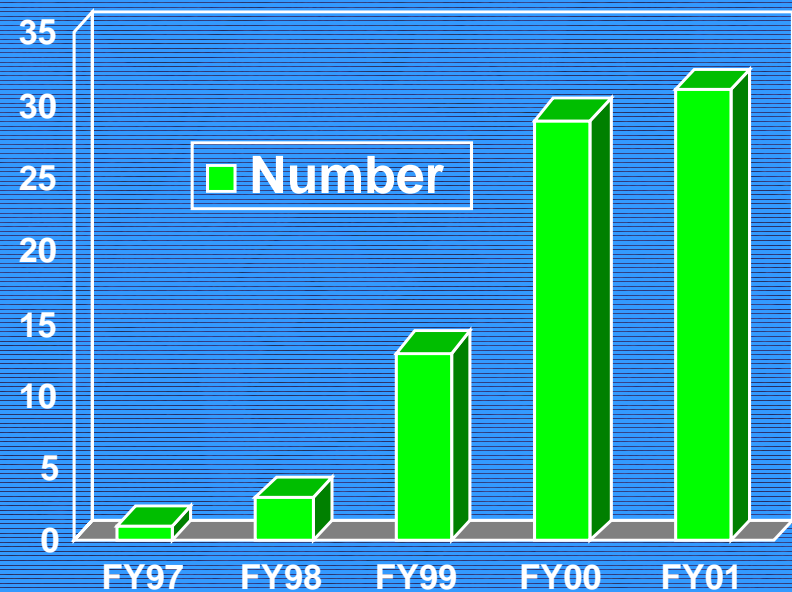
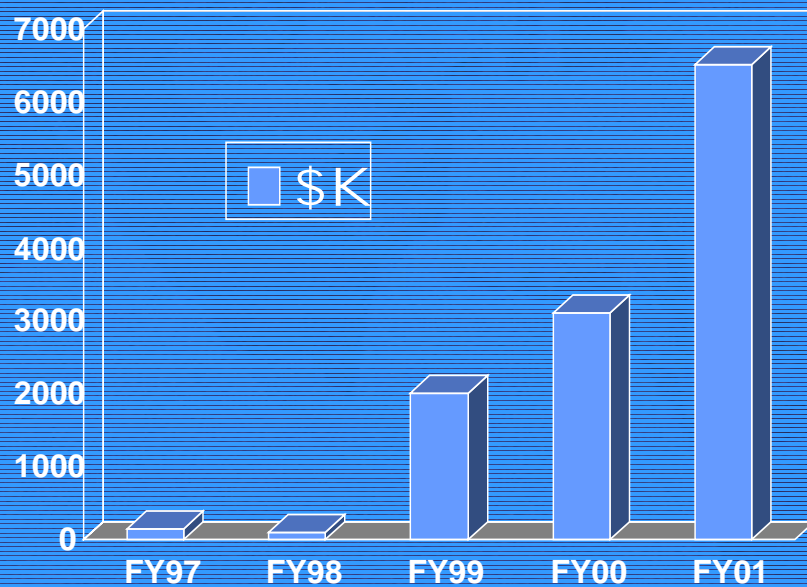
EA-6B IPT/WSSA



Network Centric Warfare

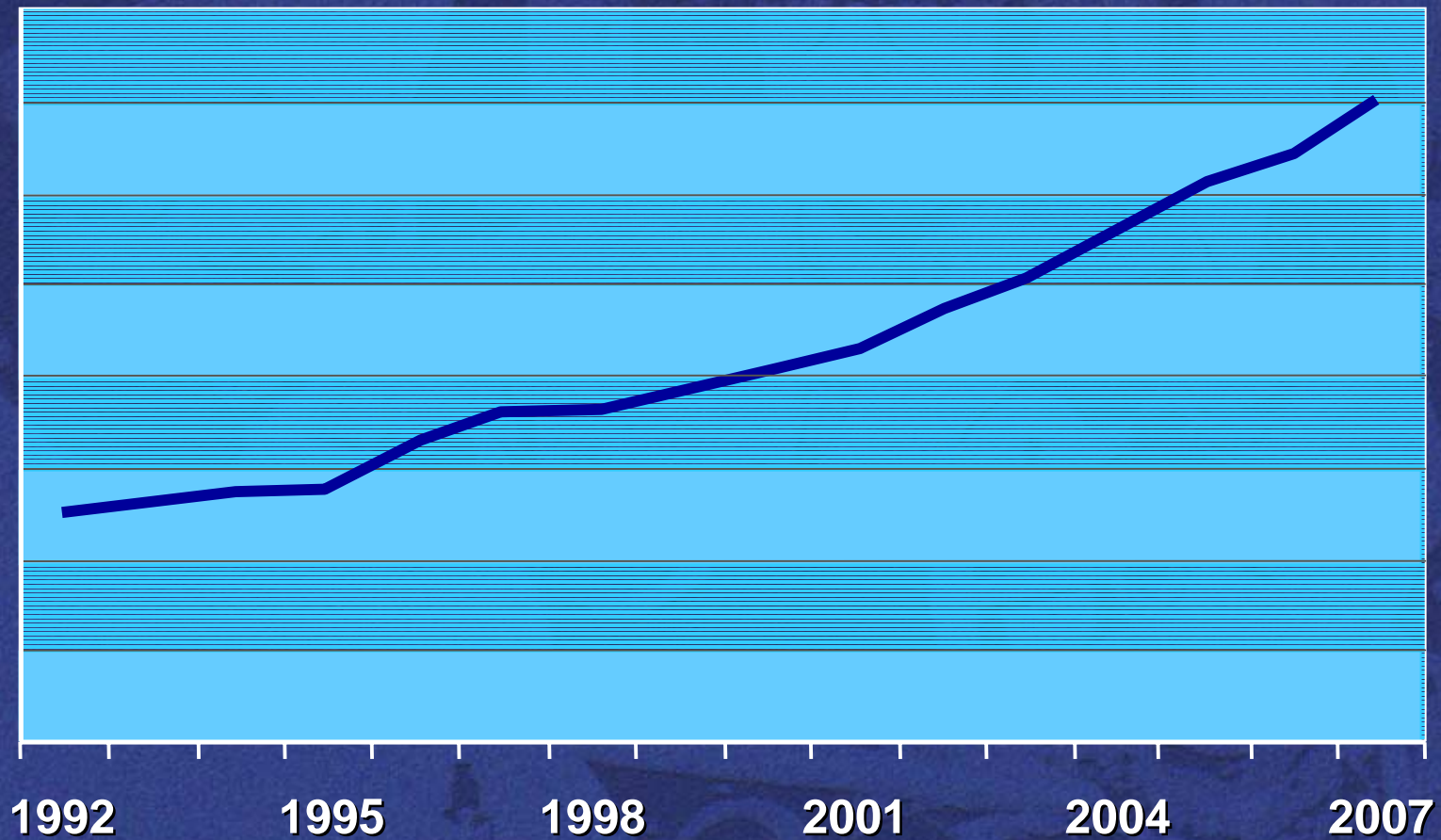
We Will Continue to See Increased Partnering With Industry

Commercial Support Agreements (CSAs)



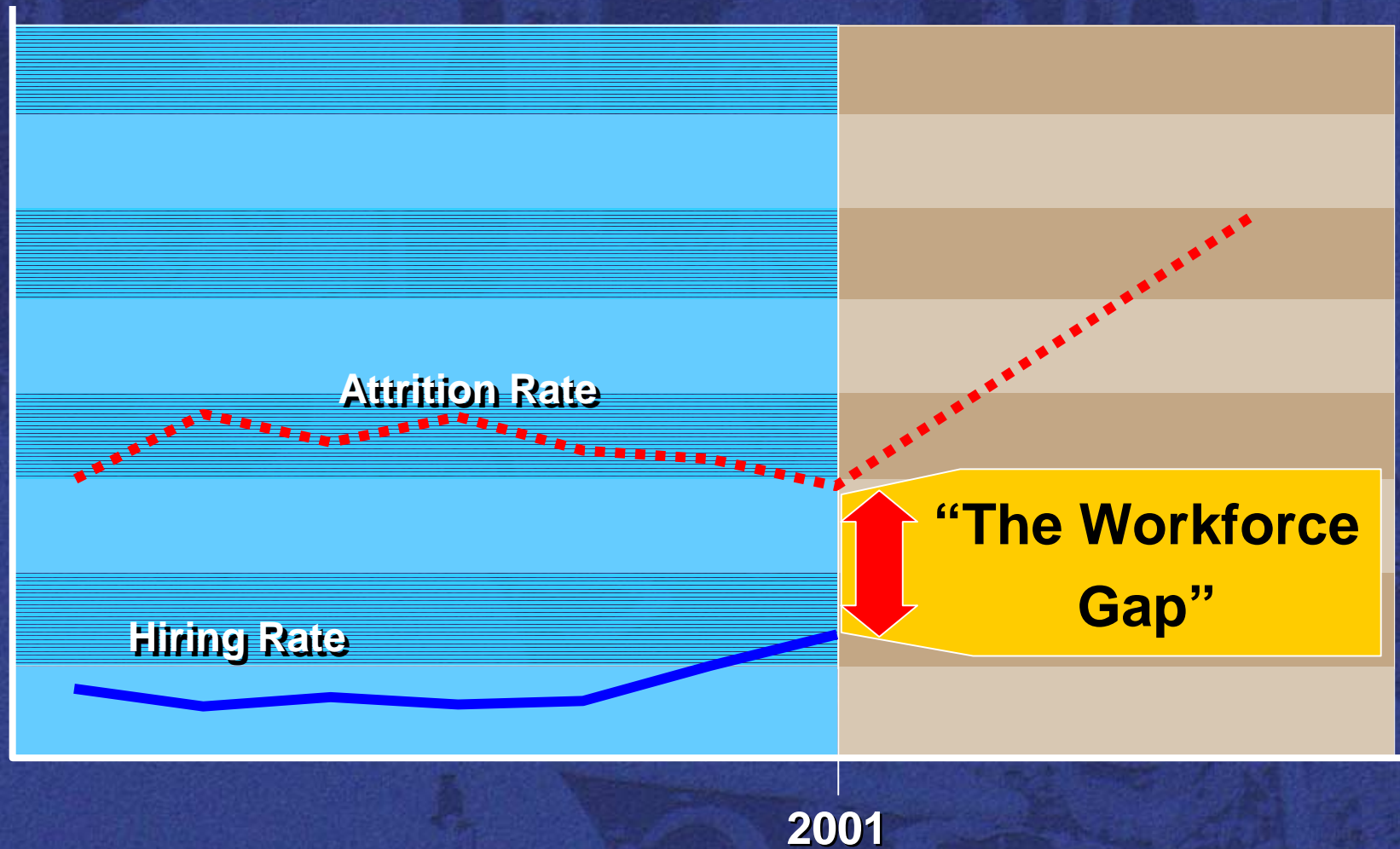
NAWCWD Retirement Eligibility

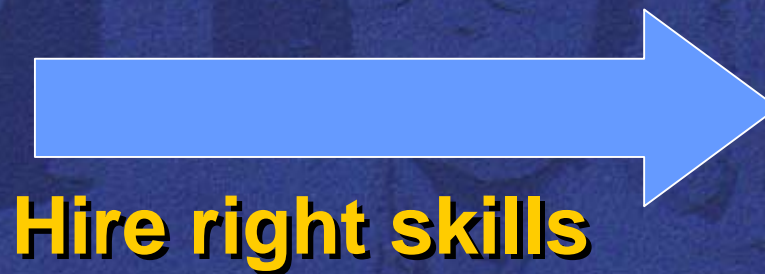
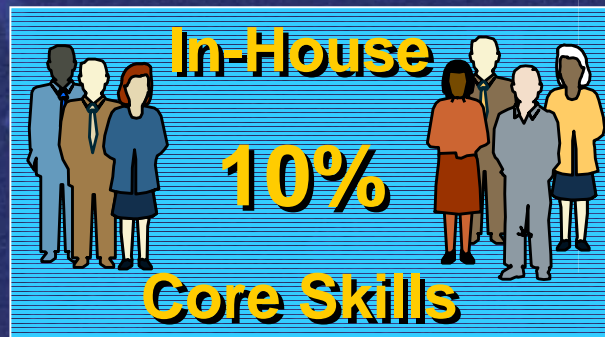
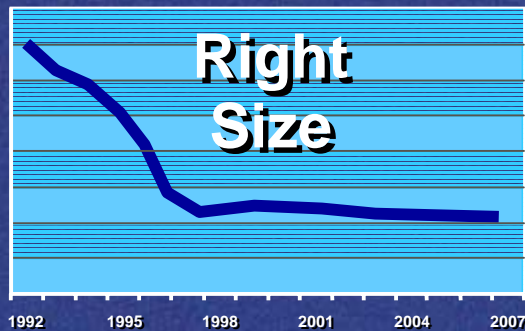
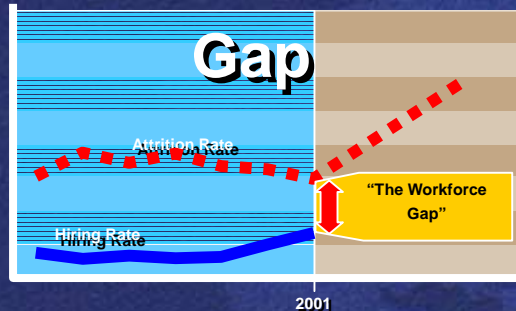
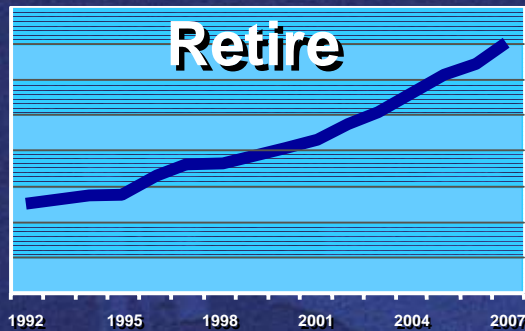
“Notional” Retirement Eligibility



2 June 2001

“The Workforce Gap”

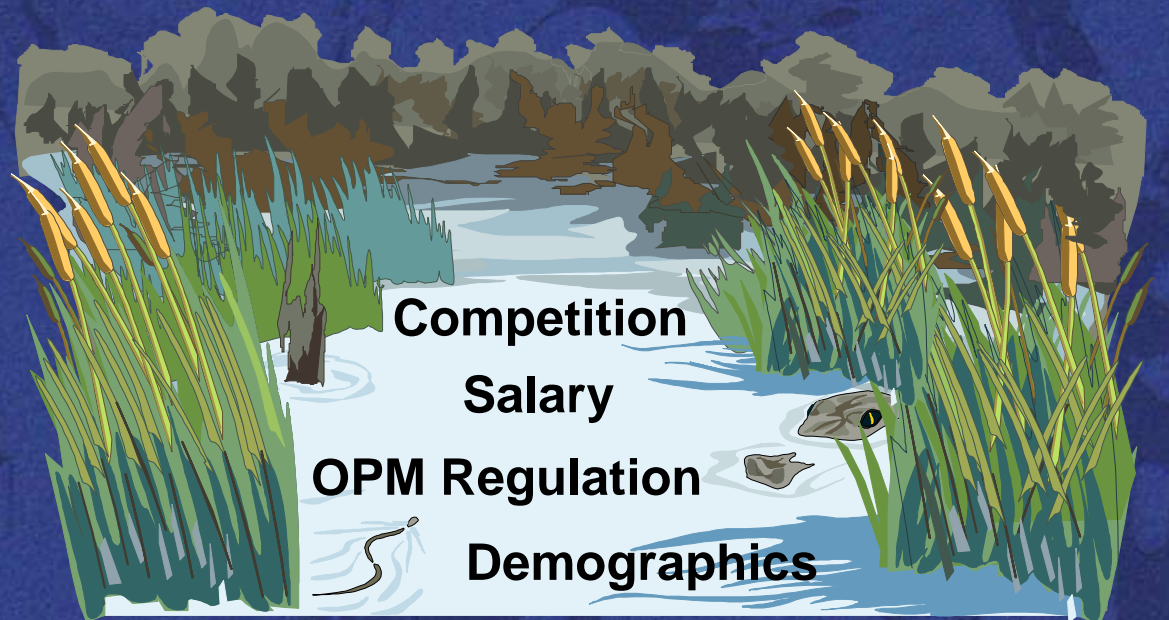




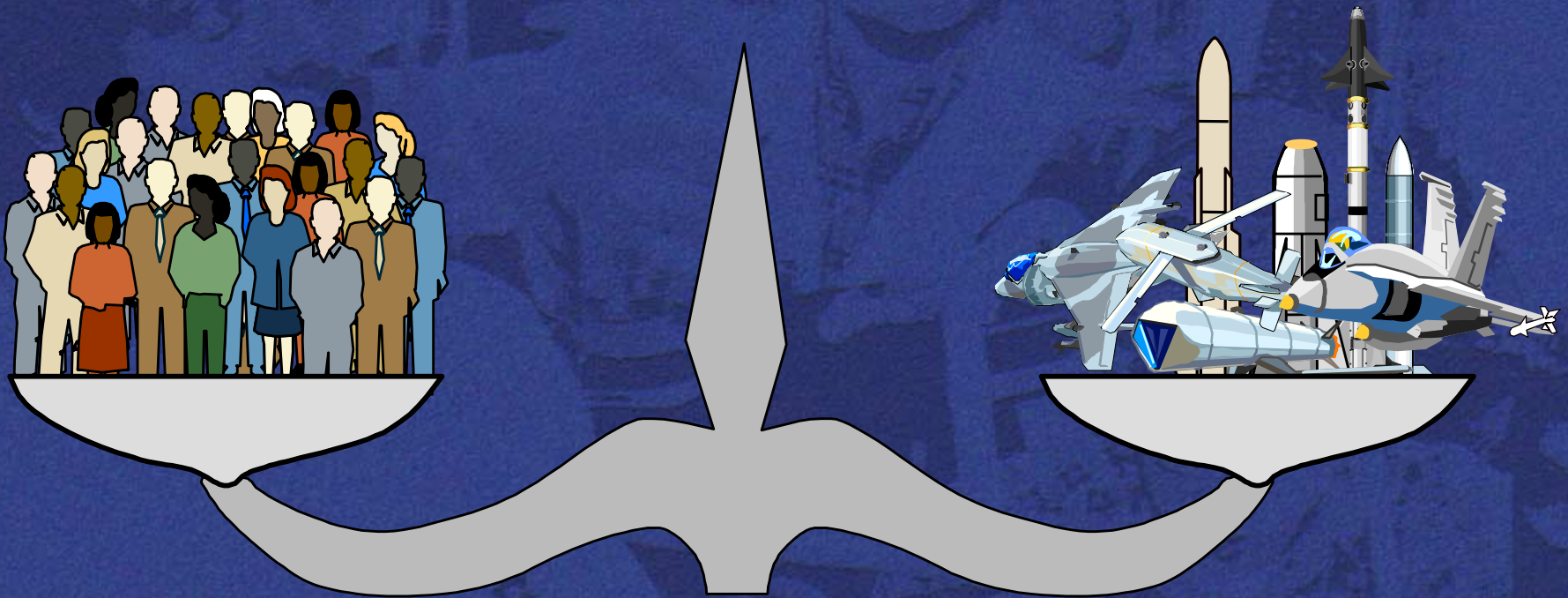
Hire right skills



**400
New hires**



We Can't Get the Work Without the Workforce



A blue-tinted photograph of a group of people in a laboratory setting. In the center, a woman with glasses and a lab coat is looking towards the camera. To her left, a man in a lab coat is looking down. To her right, another person is partially visible. The background shows laboratory equipment, including test tubes and a beaker. The text "Removing Roadblocks to Hiring" is overlaid in the center in a bold, yellow, sans-serif font.

Removing Roadblocks to Hiring

Interview Data

- Interviews with fourteen 4.0 branch heads and division heads were conducted in March 2000
- We realize that we are shifting the environment on our management workforce
 - We've been emphasizing the accommodation of the downsizing of our workforce and the burden fell mainly upon you at the division and branch level
 - We appreciate your heroic efforts and acknowledge the difficulty of your environment
 - By doing this we have created an environment of risk aversion -- we now have to look forward and take the risks that comes with now creating our workforce of the future

We hear what you're saying

We're working the issues and we need you to work with us

We welcome and need your insights

Main Observations from Interviews

- High energy that higher management interested
- Frustration with recruiting delays
- Concern and skepticism over nature of work
 - Quantity, future direction
 - Quality (hands-on)
- Environment is seen as
 - Scrounging for work , justifying/working on downtime
 - Struggling in communication with IPTs/EDTs
- Higher management seen as wanting problems solved but not willing to engage
- No apparent strategic view of workforce
- “Catch-22” - can’t hire without a JO, can’t get work without the talent -- no funds available
- Frustration over administrative workload of supervisors

Some of the Things We're Doing

- Strategic view of workforce
- Hiring, recruiting, administration
- Quantity and quality of work
- Hiring Catch-22
- Communication with IPTs/EDTs
- Hiring processes
- Hiring transition program
- \$\$\$\$ To help

So, What are We Doing?

Strategic View of Workforce

- TEAM Workforce Futures Subgroup Outbrief
- Jun 2000, Executive Outlook and Planning Forum dedicated to developing a coordinated, integrated process for addressing current and future needs for NAWCWD workload, workforce and investment
- Developing resources to help each of you look strategically at your groups and competencies
- Strategic views need to be formed at ALL levels of our corporation -- that means you

We are committed to improve communication on our strategies -- We all need to be involved.

So, What are We Doing?

Hiring, Recruiting, Administration

- We created a task team to cut time delays in the hiring system -- the results look promising
- We are looking at setting up the infrastructure to support finding and recruiting talent
- We are creating a full time position on the 4.0 staff to integrate all of the functions for renewing our workforce
- We are focusing efforts on easing the admin workload through the BFM competency
- We have just received authority for Recruitment and Relocation bonuses as well as retention allowance authority

This will improve - one step at a time

So, What are We Doing?

Quantity and Quality of Work

- NAVAIR goal of bringing 10% of work in-house
- S&T Revitalization
- We believe there will be significant opportunities in systems integration and software engineering
- We believe that Network Centric Warfare and UAVs offer work growth to the future
- We will be working a strategic flow-down view of the workforce - Our views must marry with yours

We must improve our communication of how each of you can contribute

We are working on ways that will translate into job orders for you and your teams

So, What are We Doing?

Hiring Catch - 22

- We have been so efficient at reducing desirability of downtime and NOR that we have left very little overhead discretion to our competency managers
- We have set up a method to get transition funding to those supervisors who are hiring
- We have set up \$500K for this year
- We have also budgeted \$3.5M to assist in recruiting, relocation, and transition costs next year

We are doing this as a prototype

We welcome feedback on the effectiveness of this process

So, What are We Doing?

Communication with IPTs/EDTs

- Our workload is, and will be, driven by IPTs/EDTs
- We need to do a better job of communicating outyear projected skill requirements from IPTs/EDTs to the competencies
- We are forming a team of IPT/EDT and competency managers to recommend ways of improving the communication

The IPTs/EDTs have the workload insights

The competencies have the resource insights

We need to better merge these insights to improve our strategy

Hiring Processes

- **Hiring Processes Group**
 - Dr. Higgins-Champion, Paul McQuaide, Richard Cracraft, Steve Underwood, Beth Perrine, Brad Harlow, Mark Schallheim, Cristel Gartman, Theresa Whipp, Nancy Robinson, Kitty Reeve
- **Task: Reduce hiring cycle time**
 - Internal hiring actions (Resumix)
 - External hiring actions

Primary Team Findings

- Hiring cycle time unacceptably slow
 - Primary drivers
 - Regionalization (fragmented hiring process)
 - HR manpower reductions without infrastructure
 - Lack of experienced staff in HRSC
 - Process design problems
 - Process knowledge poor
 - HRO, HRSC, management, administrative support staff

Reduce Cycle Time

- Primary strategies to cut cycle time
 - Process design changes
 - Process education
 - HRSC/HRO educating each other on what works
 - HRO teaming with B/FMC to conduct training
 - Standardize process details and documentation
 - Tailored sessions delivered by HR-PMAs for L1, L2, L3 organizations
 - “Nudging” from our senior leadership to HRSC
 - Stabilize team support and focus on cycle time

Primary Hiring Options

- External hiring: S&E (delegated examining)
- S&E reassignment opportunities
 - Internal movement vehicle
- Internal merit promotion (Resumix/STAIRS)
 - Tweaking overall process
 - Exploring DP-4 S&E Merit Promotion Register

External Hiring of S&Es

- New hiring vehicle
 - Eliminates need for individual ads
- Key points
 - Open continuous advertisements
 - Collect resumes continuously
 - Moving to make resumes available to supervisors on HR Web
 - Interview candidates at anytime
 - Receive selections lists from HRSC quickly
 - 5-14 days from HRO submitting action
- Old process: Average 81 days to offer
- New process expectation: Average 27 days to offer

S&E Reassignment Opportunities

- Key process points
 - No HRSC involvement until selection point
 - HR posts opportunity on HR Web (5 days+)
 - Employees notified via EJOBS
 - Employee sends application directly to manager
 - Manager reviews applications, interviews, selects
 - Personnel action generated to reassign
- Process expectation: Average 21 days to offer
- Looking at expanding to other occupations

EJOBS

- **Electronic job opportunities by subscription**
 - Employees are invited to subscribe (all-hands e-mail)
 - Receive daily e-mail listing job opportunities
 - Likely move to weekly after 90-day orientation
 - Links within the e-mail to narrative job postings
 - Links to merit promotion postings
 - Links to S&E reassignment postings
 - Employees can “unsubscribe” at anytime
- Moves away from passive web posting approach
- Moves toward “see the job, prepare resume, apply real time”

Internal Merit Promotion (Resumix/STAIRS)

- Key process points
 - Open continuous postings on HRSC web site
- Recent key tweaks
 - HRO works key skills with HRSC up front
 - HRO posts specific jobs on HR web site
 - “See the job, prepare resume, apply real time”
 - HRO postings very brief
 - “Easy target” for resume preparation
 - Employees informed of postings via EJOBS
- Old process: Average 80 days to offer
- New process expectation: Average 30 days to offer

Internal Merit Promotion (cont'd)

(Resumix/STAIRS)

- **DP-4 S&E Registers**
 - “Have an allocation, need to promote now”
 - In negotiations with HRSC
 - Establish specific registers of DP-3 S&Es who desire DP-4 jobs
 - Applicants apply to register(s)
 - Management gets selection list from register
- Could cut cycle time by two-thirds

Hiring Transition Program

- Provides for a \$20K Hiring Transition Allocation to organization doing hiring
 - Organization = lowest level (branch, section)
- Covered actions: Journey level technical hires in 3.0, 4.0, and 5.0
- Program start: New hires coming on NAWCWD rolls on or after 17 June 01
- Program size: \$500K for balance of FY01
- \$20K spent however organization chooses

\$\$\$\$ to Help

- **\$1.5M FY02 recruiting line**
 - ESDP recruiting
 - Paid advertising
 - Relocation costs
 - Visiting interviews
 - Recruitment bonuses
- **\$2.0M FY02 Hiring Transition Program**
 - \$20K per technical hire
 - 3.0, 4.0, 5.0

Summary

- Hiring “infrastructure” build-up
 - Cycle time is a major focus
 - Process education is a major focus
 - HRO, HRSC, management, administrative support
 - Partnering with B/FMC
- New tools
 - EJOBS, open continuous S&E hiring, Hiring Transition Allocation \$20K
- Made some recent changes
 - Need to let the changes work - evaluate
 - Some good early indicators - repeatable?

What do we need from YOU?

- We need you engaged
- We need you to share our sense of urgency
- We need you to take risks -- we will support you
- We need your good ideas
- Remember, we won't be able to attract the work of future if we don't have the workforce with the right skills



Back-up (Hiring Process)

Cycle Time Last 12 Months

- Internal Hiring
- Average Days
 - ?? *Mgmt. Decision Time*
 - 5.35 Mgmt. To HRO
 - 9.14 HRO to HRSC
 - 51.3 HRSC issue list
 - 11.4 Mgmt. Return list
 - 2.4 HRSC offer time
 - 79.7 Avg. Total Days

- External Hiring
- Average Days
 - ?? *Mgmt. Decision Time*
 - 4.75 Mgmt. To HRO
 - 9.25 HRO to HRSC
 - 50.61 HRSC issue list
 - 13.45 Mgmt. Return list
 - 2.84 HRSC offer time
 - 80.9 Avg. Total Days

Expected Cycle Times

- Internal Hiring

- Average Days

- Resumix
- 2.5 Mgmt. To HRO
- 11.0 HRO to HRSC
- 10.0 HRSC issue list
- 7.0 Mgmt. Return list
- 2.5 HRSC offer time
- 33.0 Avg. Total Days

- External Hiring

- Average Days

- Open Continuous
- 2.5 Mgmt. To HRO
- 5.0 HRO to HRSC
- 10.0 HRSC issue list
- 7.0 Mgmt. Return list
- 2.5 HRSC offer time
- 27.0 Avg. Total Days

Expected Cycle Times

- External Hiring (Non-S&E)
- Average Days
 - Individual Announcements
 - 2.5 Mgmt. To HRO
 - 5.0 HRO to HRSC
 - 28.0 HRSC issue list
 - 7.0 Mgmt. Return list
 - 2.5 HRSC offer time
 - 45.0 Avg. Total Days